



REDMOND, WASHINGTON IS SEEKING
A VISIONARY, ENTREPRENEURIAL
AND INSPIRATIONAL LEADER TO
SERVE AS ITS NEXT...



DIRECTOR OF PARKS AND RECREATION

The Community

The City of Redmond was established in the late 1800s as an agricultural center on farmlands located at the northern tip of Lake Sammamish. Incorporated in 1912, Redmond's tranquility and bucolic environment began undergoing a rapid transformation in the mid 1960s.

What had been a quiet, country-like setting of 1,400 residents began experiencing "out-migration" from the Seattle area; then, in the late 1970s, explosive growth found its way to the "Eastside" of Lake Washington. Today, Redmond is at the center of the region's high technology and bio-technology corridors with a daily workforce of 80,000 and a residential population of 47,000.

Redmond is home to such nationally and internationally recognized corporations as Microsoft, Nintendo of America, Medtronic, Cingular, Safeco Insurance, Eddie Bauer, and



Genie Industries. Redmond has become "the City of Choice" for many newcomers looking to find high quality living and recreational environments and excellent educational/public school systems. Redmond is now a city of contrasts with numerous historic and well-preserved amenities adjacent to modern regional shopping facilities located at Town Center. The sprawling Microsoft Campus and busy Overlake Shopping Center quickly give way to views of the Cascade Mountains, Lake Sammamish and the extensive wooded parks, local/county trail systems and well-preserved and maintained neighborhoods.



more active, Redmond is at the center of 25-plus miles of improved, multipurpose trails. These trails include the Sammamish River Trail/Burke Gilman which extends for 27 miles through Redmond, passing by the elegant St. Michelle Winery, Velodrome Bicycle Race Track, extensive sports complexes found in Marymoor Park, and the Redmond Municipal campus within Downtown Redmond.

Redmond is an increasingly diverse community of good neighborhoods, thriving businesses, superb educational opportunities, and friendly people. It is a city whose environment is enhanced through collaboration and partnerships with its citizens and where a respect for its natural environment is commonplace. The City of Redmond has a well-recognized and cost conscious municipal government that is making strong impacts on the quality of services offered to citizens and visitors and is cognizant of its responsibilities for initiatives which bring a better quality-of-life to the Greater Eastside communities.

City Government

Redmond operates under the Mayor-Council form of government with the Mayor serving as the full-time Chief Executive. Seven Council members and the Mayor are elected at-large for four year, overlapping terms. The Mayor's immediate staff consists of an Assistant to the Mayor and seven Department Directors who report to the Mayor. The Director of Parks and Recreation is an integral part of the City's Strategic Leadership Team (SLT).

The City of Redmond has 582 regular employees and a biennial operating budget of \$307.6 million and a non-utility Capital Improvement Program (CIP) budget of \$67 million. The City covers more than 16 square miles of territory and has room for further growth through annexation. City employees have recognized collective bargaining rights and are represented by such organizations as the American Federation of State, County & Municipal Employees (AFSCME), the Redmond Police Association (RPA), the International Association of Fire Fighters (IAFF), and the Redmond City Hall Employees Association (RCHEA).

Redmond's outstanding natural environment is complemented by its location 20 to 30 minutes from Downtown Seattle's urban amenities and the other high growth communities which make up the Eastside (Bellevue, Issaquah, Kirkland, Bothell, Woodinville, and the area's newest community—Sammamish). Redmond's award winning schools of national excellence, strong community orientation and pride in its natural environment are still the envy of most other communities. Redmond is the "Bicycle Capital of the Northwest" and celebrates its orientation to the two-wheeler with an annual bicycle festival, Derby Days, celebrating its 65 anniversary in 2005. Numerous events such as Arbor Day, Arts-in-the-Parks, EXTREME SCENE, Farmania, and the Redmond Saturday Market combine with activities at nearby King County's Marymoor Regional Park to offer something for "kids of every age."

Redmond prides itself on its pristine open spaces such as Farrel-McWhirter Park, the 800 acre Watershed Preserve, and Idylwood Beach Park, with 600 feet of prime waterfront along Lake Sammamish. For the





Parks and Recreation Department

Redmond's Parks and Recreation Department features extensive recreational facilities and sports complexes. Modern facilities are operated in conjunction with regional parks, waterfront sites and an extensive trails/open space preserve program. The City offers its citizens 29 developed parks consisting of 1,131 acres and 14 undeveloped parks containing another 173 acres. In addition, Redmond has 25 miles of developed trails and 27 miles of undeveloped trails.

Efforts to create attractive spaces and gathering places are presented by the planned higher population density and opportunities for downtown redevelopment. Redmond's Parks and Open Space Plan (PROPLAN) provides strategies and guidelines for investing in future parks and recreation needs. Facilities such as the Old Redmond School House Community Center, the Senior Center, the Old Firehouse Teen Center, and Riverwalk Improvement Programs are all outgrowths of the PROPLAN. The Parks and



Recreation Department also provides support for and gains strategic advice from several Boards and Commissions which include: The Parks Board (7 members), Redmond Arts Commission (9 members), Trails Committee (7 members), and Seniors Advisory Board (12 members). The Department maintains close liaisons with such organizations as Youth Eastside Services (YES); the Greater Redmond Little League and Babe Ruth organizations; Redmond Youth Partnership; and the Lake Washington School District (23,700 students).

The Parks and Recreation Department consists of a full time staff of 52 employees and over 200 seasonal/



part-time personnel. The Department's annual operating budget is \$7 million, with a six-year CIP in excess of \$19 million. The Department has three operating divisions including Recreation Services, Capital Improvements Planning/ Administration, and Parks Operations (maintenance). The current Director has served City Government and the citizens of Redmond for over five years and has solidified Redmond's prominence among state and region-wide organizations for its excellence in parks and recreation programs.



Duties and Responsibilities

The Director of Parks and Recreation is responsible for the effective and efficient oversight of all department activities and for overall leadership of the City as a member of the Strategic Leadership

Team (Department Directors, Mayor, and Mayor's staff). He/she will provide expert guidance, advice, and counsel to the Mayor, City Council, Strategic Leadership Team, and departmental staff with regard to the innovative and cost effective management of all related facilities, programs and plans. The Director will be responsible for the management of the physical assets, revenues, programming, and services provided under the broad auspices of the Department. The Director is responsible for:

- ❖ Coordination and evaluation of all budgetary and fiscal matters;
- ❖ Development of current and long-range strategic plans;
- ❖ Maintenance and upgrade of all administrative and supporting systems;
- ❖ Establishment and implementation of work-plan initiatives in support of the Mayor and Council's goals and objectives;
- ❖ Compliance with the City and Department's mission of delivering high quality/optimal service to the public;
- ❖ Preservation of the City's natural systems and beauty in the community;
- ❖ Promotion of programs and activities which are consistent and compatible with Redmond's natural environment and which promote quality over extended time frames; and
- ❖ Continuation of the principles and values of a community-oriented government, which ensure Redmond is a safe, enjoyable, friendly, and interesting place to live, work, and play.

Current Issues

The following subjects were determined to have primary importance for the new Parks and Recreation Director in his/her first six to eighteen months of employment. The items do not represent a complete list of priorities, nor are they intended to restrict the scope or range of a new Director's discovery efforts. Issues were developed after discussions with the Mayor, Council President, several Strategic Leadership Team members, the incumbent Parks and Recreation Director, Division Managers and staff of the Parks and Recreation Department.



Organizational Communications and Climate

The new Director must quickly assimilate into the organization, understand historical aspects of issues and programs, and rely upon the institutional memory of tenured employees. The Director will be called upon to quickly dispel or diminish any organizational anxiety and establish himself/herself as a reliable source of information and support. It may be difficult to gain immediate and consistent access to and knowledge of employees and their professional needs because of widely dispersed physical facilities (nine different sites and six major facilities). Targeted communications efforts, enhanced use of technology systems, and building reliable feedback mechanisms will be a high priority for the new Director. Creative use of the City's cable T.V. channel (Channel 21) for training/education of staff and citizens will be encouraged. The Director will lead ongoing programs of conflict resolution, employee counseling/coaching, and deal with difficult issues and complaints. The ability to understand individual agendas and clearly communicate decisions in an organized and consistent manner will greatly enhance and maintain organizational morale.

The new Director will be called upon to work in close cooperation with other internal agencies, including Police, Public Works, Planning; the local business community; and the Lake Washington School District toward sharing resources and developing new methodologies to meet community needs.

Financial Implications/ Indicators

Due to the impacts of environmental legislation (Endangered Species Act), Redmond's unprecedented growth, and revenue limits, the new Director will need to reallocate funds, gain greater access to grant funding and develop alternative revenue sources. The new Director will need to be an effective champion of the Park Board's recommendation and agreement by Council to pursue a Park Bond and associated Park Operating levy. Any consideration for the financial well-being of Parks and Recreation operations must include aspects of prioritization, alternative service delivery methods, and possible reorganization. Strong efforts must be made at outreach to the corporate community with an eye toward establishing a tax-exempt foundation (501c3 or similar organization) in order to funnel donations directly into Parks and Recreation functions. Exploration of public-private partnerships, corporate

endowments, and greater levels of cooperation with King County, the neighboring communities and other agencies is essential to the long term financial well-being of the Redmond Parks and recreation Department. Greater efficiencies through the use of automated systems (GIS, online registration and scheduling systems, and parks maintenance/scheduling) would be beneficial. Donations of land and facilities such as the bequest of the Juel Family (38-acres of parklands) will continue to play a major part in expansion of the parks and recreation system and should be a focus for the new Director.

Cooperative Ventures

Strong efforts at maintaining the high levels of cooperation with the Lake Washington School District



for use of common facilities, scheduling of sports fields and active recreational sites (pools, courts, and meeting space) will call for a concentrated effort on the part of the new Director. Working closely with and strengthening lines of communication with the Redmond Historical Society, Northwest Center, Chamber of Commerce, King County, and other Eastside cities will call for active involvement on the part of the new Director. Regional facilities construction and joint funding may help alleviate cost limitations to the City and prevent duplication of efforts while conserving funds.

General Issues

The following general issues are summarized as part of the ongoing responsibilities of a new Parks and Recreation Director and will require a strong focus for the new individual.

- ❖ Continuation of benchmark studies and exploration of "best practice methods" by the Director will allow Redmond to continually evaluate its competitive positions. Establishing and updating criteria for measurement will prove beneficial for the City.

- ❖ The Director is expected to maintain strong professional contacts within the Washington and National Recreation & Parks Associations and similar organizations. Maintaining a presence with regional groups, local associations, and key personnel at the State level (Department of Natural Resources, Department of Environmental Quality, and others) will be an important aspect of the new Director's activities.



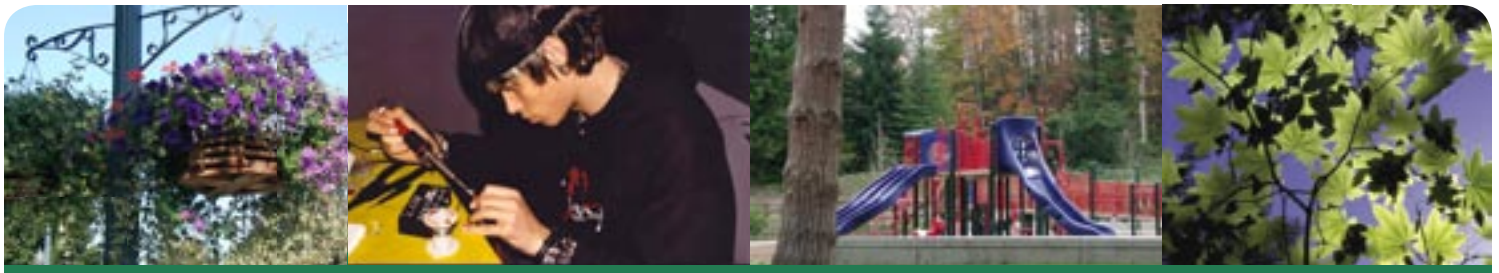
- ❖ Continuance of Redmond's outstanding parks and facilities maintenance programs is a priority that will remain a major focus for the community.

Citizens and visitors

to Redmond have expected and encountered safe, clean, and modern facilities and recreational areas. Maintenance scheduling and upgrades are significant priorities.

- ❖ Development of a comprehensive plan to meet the recreation needs for an increasingly diverse community.





Candidate Profile

The new Parks and Recreation Director will be a seasoned professional with extensive background in related disciplines. He/she will be accustomed to making decisions under pressure and in a highly visible environment. The Director will be accomplished at maximizing the use of scarce/limited human and fiscal resources, displaying innovation and creativity when meeting challenges. The Director will be a knowledgeable individual at discovery, analyzing, and adapting best practice methods and proven trends in the discipline. Redmond's Parks and Recreation Director must understand the dynamics and political issues of a high growth community and related pressures. The Director must be politically aware but not engage in the politics of decision making. He/she should be tactful, diplomatic, open-minded, and genuine in pursuing solutions to community issues. The ability to rapidly gain respect through consistency of action, following through on commitments and being objective in outlook are clearly desired characteristics of a new Director.

The Director must be team oriented and participatory in nature. Strong interpersonal abilities, communications skills, and a high energy level will differentiate the superior candidate from the field of applicants. The Director must show the strongest of customer service orientations and a commitment to equality/legality of treatment and opportunity. The new Director will be visionary and entrepreneurial in nature. He/she must readily endorse the mission and core values of the organization, as well as, be able to function as a key member of the City's Strategic Leadership team.

The Director should be an inspirational and visible leader, yet one who is capable of delegating responsibility to competent staff. A person who listens, values the input of citizens and team members, and one who can discuss issues objectively will be welcomed to Redmond's SLT. A person of candor, with non-traditional approaches to problem solving, and one who can enjoy the nature of the community and job will be most successful.

Education and Experience

The new Director should possess a minimum of a Bachelor's degree in Parks/Recreation, Public Administration or related field. A Master's degree

in Public or Parks Administration/Management and advanced training/education in municipal government is preferred. Candidates should possess ten years' senior management experience developing leading edge programs above a broad range of recreation, social, and human service programs. An extensive background in grants funding, municipal budget and finance, and strong strategic planning and work performance based assessment/measurement is desired. Backgrounds must be demonstrated in coping effectively with high growth related performance needs and community outreach programs.

Experience will have been gained in first tier suburban communities in rapid phases of transition. Service at the Director or Deputy/Assistant Director levels in a larger community would be viewed favorably. Candidates must also have a strong record of supporting equity based service delivery programs and demonstrate a commitment to equal opportunity and related diversity improvement efforts.



Compensation and Benefits

The City of Redmond offers a starting salary of \$90,960 to \$120,372 dependent on experience. A superior program of Employee Benefits exists including participation in the Municipal Employee's Benefit trust (MEBT), a high yield supplemental retirement program; participation in the Washington State Public Employees Retirement System (PERS) with both plans having a 5-year vesting schedule; and no social security contribution. Department directors are granted 20 days vacation on January 1st each year and receive an additional 6 days of administrative leave



annually (both are prorated the first year). Redmond self-insures for medical, dental and vision benefits. The opportunity to live and work in a "world class" community and the ability to enjoy the overall benefits of living in the Pacific Northwest make this an outstanding career opportunity with long-term service potential.

Application and Selection Process



Submit cover letter, resume and completed City of Redmond application obtained at www.redmond.gov, or by calling (425) 556-2121 by 5:00 p.m. Friday, September 30, 2005 to

be considered. Application packets will be screened in relation to the criteria outlined in this brochure. Candidates with relevant qualifications will be given preliminary interviews. Interviews will be followed by reference checks after receiving candidates' permission. Those deemed most qualified will be referred to the Mayor for further consideration.

The City of Redmond is an Equal Opportunity Employer.